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ANNUAL REPORT #04 (OCTOBER 2013 – SEPTEMBER 2014)

Capacity to Improve Agriculture and Food Security (USAID- CIAFS)

October 2014

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Fintrac, Inc.
www.fintrac.com
info@fintrac.com

US Virgin Islands
3077 Kronprindsens Gade 72
St. Thomas, USVI 00802
Tel: (340) 776-7600
Fax: (340) 776-7601

Washington, D.C.
1400 16th Street NW, Suite 400
Washington, D.C. 20035 USA
Tel: (202) 462-8475
Fax: (202) 462-8478

USAID-CIAFS
6th Floor, K12 Building
Ethio-China Road
Addis Ababa, Ethiopia
Tel: + 251 (0)114 401 473
Fax: + 251 (0)114 403 649

Cover Photo: Group work at women entrepreneurship training in Bahir Dar, May 9-12, 2014
Photo by Fintrac Inc.

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Acronyms

AES	Agricultural Economics Society
AGP	Agriculture Growth Program
AMDe	Agribusiness and Market Development
ATA	Agricultural Transformation Agency
ATP	Agricultural Transformation Plan
BDS	Business Development Services
BOA	Bureau of Agriculture
BPR	Business Process Re-Engineering
BSC	Balanced Score Card
CAADP	Comprehensive Africa Agriculture Development Program
CBOs	Community Based Organizations
CCAFS	Climate Change, Agriculture and Food Security
CIAFS	Capacity to Improve Agriculture and Food Security
CIRIS	Client Impact Results System
COMESA	Common Market for Eastern and Southern Africa
COR	Contracting Officer Representative
CRGE	Climate Resilient Green Economy
CSA	Climate Smart Agriculture
DQA	Data Quality Analysis
EAAP	Ethiopian Association of Agricultural Professionals
EDRI	Ethiopian Development Research Institute
EEA	Ethiopian Economic Association
ENGINE	Empowering New Generations in Improved Nutrition and Economic Opportunities
FAO	Food and Agriculture Organization of the United Nations
FTC	Farmers' Training Centre
FTF	Feed the Future
FTFMS	Feed the Future Monitoring System
GCC	Global Climate Change
GIS	Geographic Information System
GMO	Genetically Modified Organisms
GTP	Growth and Transformation Plan
ILRI	International Livestock Research Institute
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
NGO	Nongovernmental Organization
ODA	Oromia Development Agency
ORDA	Organization for Relief and Development of Amhara
PCM	Project Cycle Management
PIF	Policy and Investment Framework
PMP	Performance Management Plan
PPD	Public Private Dialogue
PRIME	Pastoralist Resiliency Improvement and Market Expansion
RED&FS	Rural Economic Development and Food Security
SARS	Semi-Annual Report
SNNPR	Southern Nations, Nationalities and Peoples Region
STTA	Short Term Technical Assistance
ToT	Training of Trainers
UNDP	United Nations Development Program

EXECUTIVE SUMMARY

Capacity to Improve Agriculture and Food Security (CIAFS) is a four-year food security project focused on achieving agricultural transformation and improved food and nutrition security across Ethiopia as part of the United States Feed the Future (FTF) initiative. This is the project's fourth annual report and highlights major achievement and activities for the period of October 2013 to September 2014.

This year marked a broadening of nutrition, food security, and climate change activities. The project organized the **first ever leadership training focusing on nutrition security** for participants from the FMoA, regional bureaus of agriculture, and members of the Agricultural Standing Committee of the Federal Parliament. In an effort to strengthen Ethiopia's scientific and technological capacities to harness biotechnology in a safe and responsible manner, **USAID-CIAFS spearheaded a biotechnology conference** in collaboration with the USDA, the Ethiopian Institute of Agricultural Research, the Ethiopian Academy of Sciences, and the Institute for Science and Sustainable Development. The **conference brought together more than 100 policymakers, renowned scientists and practitioners from across Africa and Asia** to support and shape Ethiopia's progress toward the use of biotechnology. This year also saw USAID-CIAFS **strengthen key partnerships with three more universities to develop graduate level curriculum that incorporates climate change education** to support the country's ability to mitigate the effects of global climate change for the next generation. For the third successive year, federal and regional government officials were brought together in a national **bi-annual planning and M&E workshop aimed at bridging the gap between regional and the federal planning and M&E systems**. In total, 65 planning heads and M&E specialists from all regions, including pastoralist regions and the federal Ministry, participated in this event.

USAID-CIAFS has met or **exceeded targets for 80 percent of its five FTF and PPR reporting indicators**. The project has exceeded 83 percent of the eight indicators stipulated in the Task Order (see Annex I). Highlights this year from project components are included below:

Strategic Capacity Building Training

- Building on previous capacity trainings, organized training for 115 directors and other senior representatives from the federal MoA and regional bureaus in the application of planning tools and techniques to design inclusive, results-oriented, and sustainable projects using the PCM and the Logical Framework approach for agricultural growth and transformation.
- Carried out training on Competitiveness and Enabling Environment (Module III) for 85 CEOs and business managers covering advanced agribusiness topics like business classification and registration, legal and regulatory framework, and food quality and safety.
- Organized training for 71 women-owned agribusinesses from Addis Ababa, Oromiya, and SNNPR. Among the trainees, 37 percent were engaged in dairy farming, milk processing, and fattening, 27percent were involved in food processing, and the remaining participants in sesame processing, coffee production, and small trading.

Dissemination of Best Practices, Technologies, and Innovations

- Designed best practices study tour to Thailand for a 10-person high-level delegation from the MoA to better understand improved extension practices that can be scaled or replicated in Ethiopia.
- Carried out a Climate Smart Agriculture (CSA) study tour to Kenya and Uganda for eight specialists to facilitate hands-on learning on proven CSA technologies and best practices adopted by smallholder farmers to adapt to climate change.

Demand-Driven Policy Analysis for Enabling Environment

- Successfully hosted an international conference on "Harnessing the Potential of Biotechnology for Food Security and Agricultural Transformation in Ethiopia" which brought together more than 100 international experts, scientists, and national policymakers to explore the potential role of biotechnology to improve agricultural production and food security in Ethiopia.

Food Security and Nutrition

- Held two rounds of leadership for nutrition security training for a total of 105 participants from the regional bureaus of Amhara, Oromiya, SNNPR, and Tigray. High level managers from the federal MoA, allied institutions, as well as members of the Agricultural Standing Committee of the Federal Parliament, were also involved.

Climate Change and GCC Adaptation

- A ToT training manual entitled "Global Climate Change (GCC): Ethiopia's Climate Resilient Green Economy (ECRGE) and GCC-Induced Conflicts," was developed to raise awareness and improve resource management practices amongst pastoral and agro-pastoral communities.
- Mekelle University and Bahir Dar University were subcontracted to develop a postgraduate level curriculum on GCC as both a cross cutting topic and a standalone subject for post-graduate courses. The universities also tested adaptation technologies and practices, and compiled findings from existing research on the connections between food security and climate change.

Monitoring and Evaluation Support

- Identified successful practices scaled up by agents of change from 220 documented cases for intensive studies and recorded data into CIRIS database.
- Conducted a field assessment that produced 10 cases of successful scale up of new practices such as water harvesting, integrated watershed management, and agriculture practices.

1. INTRODUCTION

1.1 Program Description

The Capacity to Improve Agriculture and Food Security (USAID-CIAFS) project is an important component of USAID-Ethiopia's new multi-year strategy under the Feed the Future (FTF) initiative. The project supports the Ministry of Agriculture (MoA) and regional Bureaus of Agriculture (BOA's) to build their human capital and institutional capacity for decision-making and resource use for agriculture transformation, food security and poverty reduction. It also supports the private sector in agribusiness, trade associations and entrepreneurs in key FTF commodity sectors. USAID-CIAFS also provides monitoring and evaluation (M&E) related support, including data quality assessments (DQAs) to FTF partners and the USAID Mission to measure project performance.

The project's overarching goal is to strengthen the capacity of the public sector, private sector, and civil society to address food security and climate change, which aligns with the Feed the Future (FTF) objectives of increasing agricultural productivity, preserving natural resources, improving agricultural marketing, increasing the purchasing power of vulnerable households, and maximizing food security.

1.2 Components & Geographic Coverage

Project activities are classified into six components: (1) strategic capacity building through training; (2) technology and best practice dissemination; (3) analytical studies for enabling environment; (4) food security and nutrition; (5) climate change adaptation; (6) monitoring and evaluation support.

The Agriculture Growth Program (AGP) recognizes a selection of roughly 100, high-potential districts from the four regions of Tigray, Amhara, Oromiya, and SNNPR for investment to transform the agriculture sector by increasing agricultural productivity and market access for key crops and livestock products. Increased investment in these woredas will spur economic growth when linked with the provision of economic opportunities for vulnerable populations in pastoral regions. Much donor and government effort therefore focuses on these primary regions. USAID-CIAFS works primarily in these four regions, although much of the project's work has implications for national agricultural transformation. The project also supports the pastoralist regions of Afar and Somali with targeted capacity building programs. While the Ministry of Agriculture and allied institutions are the direct beneficiaries of the project, the ultimate beneficiaries are smallholders and pastoralists who stand to benefit from improved performance of the Ministry's agencies responsible for promoting programs and projects.

1.3 Implementation Approach

As a demand driven project, the USAID-CIAFS' design process is informed by consultations with project stakeholders, including senior government officials, federal and regional bureaus, civil societies, and agribusiness associations. In order to increase the role of women in development programs, the project follows a conscious strategy that prioritizes women's participation. Concept papers and terms of references are developed from these consultations to elaborate ideas into potentially viable plans. These are then shared with stakeholders and specialists to avoid duplication as well as seek critical inputs.

Activities are prioritized on the basis of the project strategic objectives by developing partnerships through mainstreaming and cooperation within the FTF framework and other relevant institutional

setups for complementary and synergy. The project works collaboratively with the Ministry of Agriculture (MoA)/regional bureaus of agriculture (BoAs), the private sector, Community Based Organizations (CBOs), professional associations, and NGOs. USAID-CIAFS also collaborates with regional development agencies like ORDA in Amhara, ODA in Oromiya, and local consulting firms to deliver leadership training, and to cascade the training to regional-level leaders through agents of change. USAID-CIAFS also actively participates in coordination meetings through RED&FS and using the forum share programs, plans and issues with other projects and donors.

The project approach also encompasses creation and strengthening of consortiums and forums for sharing of experiences and costs. Such collaboration catalyzes a knowledge-sharing process on specific themes in response to demand from stakeholders, like the analytical studies on seed and fertilizer conducted in collaboration with the ATA and IFPRI.

USAID-CIAFS develops cross-sectoral partnerships not just at country level but also overseas to advance the science of biotechnology for agriculture, climate smart agriculture and extension systems. This collaboration has deepened with regional academy of sciences, universities, research institutions and government organizations to leverage experiences and induce policy changes, as attested by the international conference on biotechnology.

1.4 Program Sustainability

Although the planning process described earlier can strengthen sustainability, formal capacity building activities ensure that project successes are sustained. The capacity building process increases the ability of the agents of change to respond to changing circumstances with innovative solutions. These agents gain the skills and knowledge to inspire and guide others to sustain impacts. Capacity building through agents of change in this context is an adaptive and cost-effective approach to achieve and sustains long-term results.

The project aligns activities with national development goals like the GTP, establishes and maintains positive relationships with stakeholders, and ensures ownerships and buy-ins to sustain support. Strategically, project activities are integrated into existing institutional frameworks and development programs like AGP and RED&FS to enhance opportunities for sustainability. Collaboration with partners and concerned stakeholders is an exit strategy for USAID-CIAFS, but also deepens stakeholder commitment to sustaining achievements. The MoA and regional BoAs' commitment to the project ideals is strong, evidenced by the continued demand for technical support for capacity building and the demand to extend activities to district level. Sustainability elements are also built into the training and knowledge transfer activities to retain institutional memory and mitigate the risk of high trained staff turnover rate that bedevils the MoA and regional bureaus. These include the production of learning manuals, references and ToT materials, and partnering with national institutions and consultants to build, support, and strengthen institutional and organizational effectiveness for successful planning and implementation of agriculture and food security projects.

1.5 Implementing Partners

For the reporting period, USAID-CIAFS partnered with six field-based and two overseas subcontractors to implement the majority of its planned activities across all components. In addition, collaboration and partnerships with USAID and other donors has been critical to the achievement of project objectives by harmonizing approaches and strategies, and resources

optimally. The project has also hired 20 local and international consultants for short-term assignments. Table 1 below summarizes the type of partnership and collaborative contracts offered by the project for Year 4.

Figure 1: USAID-CIAFS Implementing Partners

Implementing Partners	Agriculture & Food Security	Nutrition	Leadership	Climate Change	M&E	Best Practices	Capacity Development	Communications
Subcontractors								
BST Survey Solutions Plc. (Push/Pull Assessment)					✓			
Zoyan Consultancy Plc.					✓			
Synergy Habesha Films and Communication						✓		✓
Bahir Dar University (Climate Change Curriculum)				✓				
Mekelle University (Curriculum Development)				✓				
Bahir Dar (University Best Practices)						✓		
Dynamic Development Studies and Capacity Building Consult PLC DDSCBC (PCM)					✓			
Ayaah Enterprises ltd (Patrick Irungu for Kenya/Uganda Study Tour)	✓			✓		✓		
AIT Consulting (Thailand)	✓			✓		✓		
Individual Consultants (STTA) & Other								
George Gray	✓				✓			
Belay Kassa	✓				✓			
Kalkidan Kebede	✓				✓			
Meseret Negash	✓				✓			
Mamo Girma					✓			
Tsegaye Gebre					✓			
Zelalem Bereket					✓			
Mengistu Hulluka					✓			
Gebremichael Nigussie			✓					
Haile Tesfaye			✓					
Getachew Alemayehu	✓	✓	✓					

Figure 1: USAID-CIAFS Implementing Partners

Implementing Partners	Agriculture & Food Security	Nutrition	Leadership	Climate Change	M&E	Best Practices	Capacity Development	Communications
Weubamlak Eshetu			✓					
Sinidu Abebe							✓	
Lemma Beshah							✓	
Habteselassie Hagos							✓	
Tiya Teferi							✓	
Lemma Beshah							✓	
Meron Girma		✓	✓					
Tadesse Kuma	✓	✓	✓					
Candace Gebre								✓

USAID-CIAFS continues to collaborate with numerous Ethiopian government agencies, donors, local and international organizations, educational institutions, and private sector firms. Figure 2 shows the program's major counterparts with whom the project collaborates regularly.

Figure 2: Select USAID-CIAFS Counterpart and Stakeholder Collaboration

Government	Donor Organizations	NGOs/IOs/ Projects	Private Sector & Other
Amhara, Oromiya, Tigray and SNNPR Regional Bureaus of Agriculture	USAID	Agribusiness and Market Development	Ethiopian Association of Agricultural Professionals
Agricultural Transformation Agency		Organization for Relief and Development of Amhara	Ethiopian Civil Society Network on Climate Change
Central Statistics Agency		Oromiya Development Agency	Ethiopian Society of Animal Production
Environment Protection Authority		ACPA	Tigray Youth Association
Ethiopian Development Research Institute		Commercial Farm Service Program	Ethiopian Chamber of Commerce and Sectoral Association
Ethiopian Institute of Agricultural Research		Common Market for Eastern and Southern Africa	
Ministry of Agriculture		Save the Children	
Rural Economic Development and Food Security		Food and Agriculture Organization of the United Nations	
Bahir Dar University		International Centre for Agricultural Research in the Dry Areas	

Figure 2: Select USAID-CIAFS Counterpart and Stakeholder Collaboration

Government	Donor Organizations	NGOs/IOs/ Projects	Private Sector & Other
Mekelle University		International Crops Research Institute for the Semi-Arid Tropics	
Haramaya university		International Food Policy Research Institute	
Dire Dawa University		International Livestock Research Institute	
Addis Ababa University		TetraTech	
Ministry of Science and Technology		Livestock Growth Program	
		CNFA	
		Pastoralist Resiliency Improvement and Market Expansion	
		Regional Learning and Advocacy Programme	
		Swiss Development Cooperation	
		ACDI/VOCA	
		TechnoServe	
		ENGINE	

2. PROGRAM COMPONENTS: HIGHLIGHTS

2.1 Component 1: Strategic capacity building for key agents of change

USAID-CIAFS' work in this area focuses on enhancing strategic leadership of key agents of change from the public and private sectors. The leadership training for MoA/BoAs are designed to build leadership capacity, inspire, and mobilize innovative leaders, champions, and thinkers in Ethiopia who are committed to creating new approaches to achieve food security. During the reporting period, a total 255 agents of change enhanced their leadership capacity through training delivered by the project. Table 2 provides the status of achievements against targets for this past year.

An agent of change should have the following attributes:

- Demonstrated skills to be a champion of change
- Active participant in the country's agriculture and food security initiatives
- Capable of building working relationships with national and regional institutions and programs
- Capable of developing advocacy strategies to change mindsets
- Creative thinker and leader to redirect the capacities of individuals and organizations to achieve either better results for ongoing strategy and policy or advocate for new policies and outcomes

Table 2: Component One: Strategic leadership training for key agents of change

	Activity/Unit	Year IV		% Target Achieved	Remarks
		Target	Achieved		
1.1	Cascading leadership to Amhara				
	# individuals trained	50	48	96%	Completed
1.2	Cascading leadership to Oromiya				
	# individuals trained	50	43	86%	Completed
1.3	Leadership Training in SNNPR				
	# individuals trained	100	--	--	Pending, SNNPR region not collaborating
1.4	Cascading leadership training to Tigray				
	# individuals trained	50	54	108%	Completed
1.5	Cascading leadership training to AGP districts				
	# individuals trained	200	--	--	Pending
1.6	Leadership training for mid-level women, managers, process owners and experts				
	# individuals trained	50	53	106%	Completed
1.7	Enhancing women entrepreneurial skills				
	# individuals trained	40	71	178%%	Completed. Due to increased demand two additional training events organized for federal regions
1.8	Doing agribusiness (Module IV)				
	# individuals trained	100	85	85%%	Completed

2.1.1 Public sector capacity building

Leadership training to Amhara and Oromiya regions

Designed in collaboration with USAID-CIAFS, lead trainers and agents of change from both regional bureaus of agriculture cascaded the leadership training to 91 agents of change from the livestock, irrigation, food security, and forestry departments. Of the 91 participants, 48 trainees came from Amhara and 43 were from Oromiya. The trainings underlined Kotter's principles of managing change. Cross-cutting topics, such as climate change, nutrition security, and gender were also covered in the context of food security. Both trainings were well received by the regional officials with the deputy heads acknowledging the impact to date of the USAID-CIAFS project in the aforementioned regions.

8 Steps of Kotter's Principle of Leading Change

- *Establish a sense of urgency*
- *Create the guiding team*
- *Develop a vision and strategy*
- *Communicate the vision for change*
- *Develop action plan to remove barriers*
- *Generate short-term wins*
- *Consolidate gains*
- *Institute change*

Source: Kotter, P. John (1996) Leading Change. Harvard Business Scholl Press, Boston MA

Leadership training to Tigray

USAID-CIAFS organized the second round of leadership training in Mekelle from March 17 to March 21, 2014. A total of 54 participants attended from various sectors, including agriculture and food security, climate change, natural resources management, livestock production, and research/academia. The training aimed to inspire, energize, and mobilize participants, to become visionary and strategic leaders and to facilitate implementation of the Agricultural Transformation Plan (ATP) of Tigray Region. This year, USAID-CIAFS updated the curriculum to include two new components: (1) social accountability, and (2) governance.

Social accountability focuses on citizens as the ultimate stakeholders. It is based on the principles of transparency, accountability, and participation for better development results. The need to update the curriculum rose from discussions at a USAID and FTF projects workshop. Both meetings raised the importance of including social accountability and governance training to develop more accountable leadership in the country. A case study on social accountability practices from a pilot project in Tigray region complemented the core curriculum. The case study described how the farming community of Abraha Atsbaha applied the principles of good governance and social accountability and how they implemented transparent and participatory development programs to improve local food security and livelihoods. Following the event, trainees rated the treatment of the subject and execution of the training very highly. They noted that unaccountable leadership is the principal source of poor governance and source of misappropriation of project funds and recommended that adequate time should be allowed to discuss the subject more comprehensively in future trainings. Further feedback indicated that the subject should be taught to more senior representatives of the regional and district bureau staff to support efforts to broaden their views and improve their leadership, so that they can understand and appreciate their roles as true agents of change. The deputy bureau head expressed appreciation for the work of USAID-CIAFS and recommended cascading similar trainings at the district levels. USAID-CIAFS sees the merit in this

Social Accountability

- *Social accountability refers to the extent and capacity of citizens to hold the leadership and service providers accountable and make them responsive to their needs and priorities.*
- *It is premised that citizen engagement is a corporate priority that will help improve development impact for citizens.*

Source: World Bank (2013) Social Accountability and Demand for Good Governance. World Bank

recommendation and wishes to undertake capacity building training starting with AGP districts, given more time and resources.

Leadership training for mid-level managers

Post-training assessments and feedback from past participants of leadership trainings showed increased demand from MoA and BoAs to provide the training to those in mid-level positions. As a result, USAID-CIAFS designed a training that targets mid-level decision makers, experts, and process owners, with women accounting for a larger proportion of participants than in past trainings. The first round of training was held for 54 mid-level leaders of the MOA, and the Amhara and Tigray regional BoAs. Participants included process coordinators, agricultural experts, case team coordinators, center directors, researchers, extension experts, HR experts, and reform officers from various professional backgrounds, such as horticulture, veterinary science, accounting, networking, animal science, demography, soil science, economics, and plant science. Twenty-two percent of the training participants were women. The second round of leadership training was held for 57 mid-level agricultural managers from the Ministry of Agriculture. Participants included MOA directors, agricultural experts, case team coordinators, deans and vice deans from agricultural universities, lab technicians, center directors, human resources experts, and reform officers. Nineteen percent of the training participants were women.

Leadership Training Topics

- *Challenges in food security and perspectives in Ethiopia*
- *CAADP/National Agricultural Policy and Investment Frameworks (PIF)*
- *Climate change mitigation and adaptation strategies*
- *Leading and Managing Change*
- *Strategic Thinking & Planning*
- *Managing People*
- *Team work and Team Building*
- *Managing conflict*
- *Emotional intelligence*
- *Planning, monitoring and evaluation*
- *Governance, social accountability and public participation*

SNNPR leadership training

The leadership training in SNNPR Region did not occur, in spite of the repeated efforts made by USAID-CIAFS, the MoA taskforce, and the project COR. Although USAID-CIAFS and the BoA reached an agreement to conduct the training in two rounds for 120 senior employees, the regional authorities cancelled the training at the last minute on the grounds that it would overlap with other activities and priorities. The SNNPR regional BOA is currently considering new dates and venues to convene the training. USAID-CIAFS plans to continue engaging bureau leaders on training delivery prior to project closeout.

2.1.2 Private sector capacity building

Competitiveness and enabling environment for agribusiness training

The project held tailored trainings on Competitiveness and Enabling Environment (Module III) for 85 CEOs, managers, and association leaders drawn from key sectoral associations involved in agro-processing, agribusiness, and other value addition activities. Agents of change increased their knowledge of governance structures and improved business skills and practices for competitiveness. Participants also learned about agribusiness communication and networking skills,

as well as standard tools developed by the World Bank to conduct Private-Public Dialogues for agribusiness environment.

The training provided the following:

- Covered topics such as quality, productivity, efficiency, effectiveness, certification, branding, traceability, customer requirements, and value chains.
- Defined good governance, the attributes of good governance, and the impact of good governance in civil service organization and agribusiness associations.
- Discussed export management, competitiveness, and business communication, negotiation, business networking, regional market opportunities and penetration strategy with emphasis on the COMESA Free Trade Area, export organization, management, and documentation, and forms of payment and use of banking service in international trade.
- Focused on PPDs in the context of the Ethiopian agribusiness sector with representatives from key government offices, including the federal and regional investment bureaus.

PPD Highlights/Impacts

Upon completion of the session, participants agreed that PPDs will benefit them in several of the following key ways:
- Facilitating investment climate reforms by supporting promoters.
- Promoting better diagnosis of investment climate and policy reforms.
- Making policy reforms easier to implement.
- Promoting transparency and good governance by setting example of openness.
- Building an atmosphere of mutual trust and understanding between public and private sectors.

Source: Herzberg, B., and Wright, A. (2006) The PPD Handbook: A Toolkit for Business Environment Reformers, World Bank

Women's entrepreneurship training

Recognizing the important role that the private sector plays in agricultural change and food security, USAID-CIAFS organized a series of training programs on Grades and Standards (Module I); Competitiveness and Entrepreneurial Leadership (Module II); Competitiveness in Agricultural Trade; Entrepreneurship Development and Creating Public Private Partnership through PPD (Module III); and Competitiveness and Enabling Environment for Agribusiness (Module IV). However, through the course of the programs, USAID-CIAFS identified several challenges affecting women's entrepreneurship, including low levels of awareness, a lack of opportunities for women to acquire skills and experiences in areas such as entrepreneurial competency development, leadership and business management, as well as the general attitude towards women in Ethiopian culture, which sometimes results in resistance to women's economic empowerment.

To address this capacity deficit, USAID-CIAFS organized training for 71 women-owned agribusinesses. Forty-one women entrepreneurs from Addis Ababa, the Oromiya, and SNNPR agribusiness sector attended the first round of training. Topics covered included exploring and exploiting business opportunities, business management and communication, the enabling environment, and conducting successful PPDs. The second round of the training took place in Bahir Dar for 30 women entrepreneurs from Amhara and Tigray agribusiness sector.

Among the trainees, 37 percent were engaged in dairy farming, milk processing, and fattening, 27.3 percent were involved in food processing, and the remaining participants in sesame processing, coffee production, and small trading. During the training, guest speakers from the UNDP regional business advisory service stressed the importance of developing professionally prepared, bankable

businesses in order to obtain loans and manage profitable enterprises. Trainees were encouraged to visit regional Business Development Services (BDS) offices for advice on locally available financial services. Participants were highly motivated and believed that they are now better equipped with relevant knowledge and tools to improve their businesses, by producing quality, competitive products and/or by providing the best services exceeding the standard quality even in complex situations.

Leadership training at district level

The regional bureaus of Amhara, Oromiya, and Tigray acknowledged USAID-CIAFS' leadership training as central to their capacity building program. These regions have also recognized the need to cascade the leadership training to district level and requested USAID-CIAFS to deliver the training. Accordingly, the project submitted a concept paper to USAID/Ethiopia providing the rationale, estimated cost, and implementation methodology.

This activity is critical for agriculture transformation in the country as most agriculture and food security projects are generally designed and implemented by district staff. USAID-CIAFS proposed cascading the leadership training beginning with 100 AGP districts in two phases:

1. USAID-CIAFS will constitute a team of six to eight experienced trainers to review and customize the existing curriculum.
2. The curriculum will then be piloted in two woredas of Oromiya Region. Subsequently, the curriculum will be refined, and four to six ToTs will be trained from each region to cascade the training to AGP woredas.

The curriculum will define the role of leadership for agriculture and food security and encompass cross-cutting themes of climate change, governance, nutrition security and social accountability. The curriculum will be packaged to boost the implementation capacity district office heads, process owners, district administration, and technicians. Some of the expected results include more effective activity planning and implementation and the rational use of resources. USAID-CIAFS has constituted a team to review and develop the curriculum and submitted an STTA request to USAID. Pending approval, the activity will be implemented before project closeout in February 2015.

2.2 Component 2: Dissemination of best practices, technologies, and innovations

Raising awareness of national and international best practices and developing greater knowledge of policy alternatives, which will empower key policy makers to push for policy reform and increase the efficiency of program management is another important component of USAID-CIAFS. Under this key component, the project works to strengthen conservation agriculture and scale up effective practices. USAID-CIAFS is also working to promote public and private sector extension and delivery for smallholder agriculture. The status of activities under Component Two against the Year IV Work Plan targets is provided in Table 4.

Table 4: Component Two: Dissemination of best practices, technologies and innovations Year 4 Targets

#	Activity/Unit	Year IV			Remarks
		Target	Achieved	% Target Achieved	

2.1	Climate smart agriculture practices visit				
	# of participants	8	8	100%	Completed
2.2	Best practice dissemination: study visit to Thailand				
	# participants	8	9	113%%	Completed
2.3	Best practice videos for extension				
	# produced	10	5	50%	Completed

2.2.1 Climate smart agriculture study tour

Consistent with the strategy of disseminating best practices through study visits, trainees from the MoA/BoAs, the private sector, and civil society participated in a study tour to Kenya and Uganda on Climate Smart Agriculture (CSA) from August 3 to August 17, 2014. The objective of the study tour was to facilitate hands-on learning on proven CSA technologies and practices adopted by smallholder farmers to better adapt to changing climate in Ethiopia. A total of 10 agriculture experts and communications specialists drawn from the Federal Ministry of Agriculture (MoA), the Amhara and SNNPR regional bureaus of agriculture, the USAID-CIAFS project, and USAID/Ethiopia participated in the study tour. The team visited 12 projects and institutions in both Kenya and Uganda over 15 days. They interviewed farmers, private entrepreneurs engaged in CSA interventions, and held discussions with experts, researchers, and academicians supporting local initiatives. An example is shown on the picture (left) where vegetable seedlings are grown in polythene bags to maximize water use efficiency and address land shortages. Table 5 below provides a summary of all the sites and technologies visited in both countries.

> ***Climate-smart agriculture (CSA)*** *sustainably increases productivity, resilience (adaptation), reduces or removes GHGs (mitigation), and enhances achievement of national food security and development goals. Examples include proven practical techniques such as mulching, intercropping, conservation agriculture, crop rotation, integrated crop-livestock management, agroforestry, improved grazing and water management and other innovative practices such as more resilient food crops and risk insurance, switching crops in response to rainfall patterns, adopting crop options such as shorter cycle and drought tolerant.*
>
> *Source: Climate Smart Agriculture – Success Stories from Farming Communities around the World. CGIAR publication*

Backyard vegetable production in Kamuli village, Uganda

Table 5 – Best Practices Visited in Kenya and Uganda

	Sites visited	Location	Program Focus	Brief Description of technologies/Activities	Technology Applicable to Ethiopia	Major Take-Away by Agent of Change/Potential for Replication
1 & 2	**Kyeni Farmers Group/ Yiniko Farmer Field School**	Mwingi and Kitui counties, Eastern Kenya	Enhancing the adaptive capacity of smallholders to climate variability through response farming innovations	Drought early warning systems, and rainfall forecasts	Seasonal weather forecast information provision to communities	Downscaling seasonal weather forecasts with agriculture advisories to the woreda level, which can then be channelled to the wider communities through Farmers Training Centres (FTCs) or Pastoral Field Schools
3	**Katumani Agricultural Research Institute**	Machakos, Katumani, Kenya	Strengthening communities through the promotion of water productivity enhancement technologies and innovations	Watershed management, fish pond, greenhouse vegetable production, and integrated agriculture	Watershed management	Although the project activities are plausible and seem successful, they are too dependent on funding from donors which minimize sustainability in the long run
4	**Christian Impact Mission(CIM)**	Makutano-Yatta, Machakos, Kenya	Dry land small-scale agricultural capacity building project	Water harvesting; Organic farming Zai pits; Production of high value crops (e.g. sweet potatoes); Value-Addition (sweet potato bread); Development of agricultural/commercial villages and market linkages	Water harvesting/ moisture conservation technologies	Implementation of an extension approach that will change mind-sets through practical demonstration of agro-ecologically relevant technologies has a strong potential for replication in Ethiopia
5	**Eldume Irrigation Scheme**	Marigat Sub-county, Eldoret, Kenya	The scheme was established in 1984 as a 250 acres and has grown to approximately 1,000 acres to date, benefitting over 800 households	Supports production of rice watermelons, sorghum and dry beans, and seedlings; development of agribusinesses	Irrigation schemes inclusive of development of infrastructures	Potential for replication in in Ethiopia with an emphasis on institutional capacity building
6	**Nyando Climate Smart Village**	Nyando, Kenya	The Nyando Climate Smart Village (CSV) was established to train and demonstrate ways of handling advanced climate conditions to local communities	Fish ponds, greenhouses, drip irrigation, improved livestock breeds, solar energy to pump water	Establishment of climate smart villages	The team has mixed feelings on the extension approach with regards to applicability of climate smart villages. The introduction of technologies as free hand-outs through projects are challenging for scaling up and sustainability. If done properly, this would have a potential for replication in Ethiopia.

Table 5 – Best Practices Visited in Kenya and Uganda

	Sites visited	Location	Program Focus	Brief Description of technologies/Activities	Technology Applicable to Ethiopia	Major Take-Away by Agent of Change/Potential for Replication
7	**Kapkuikui Livestock Improvement Self-Help Group**	Nyando, Kenya	Specializes in selected value chains to improve productivity, income and livelihoods through production, processing/packaging and marketing	Honey value chain involving production, processing (into candles, wax, and purified honey)	Integrated Natural Resource Management	Currently applied in some parts of Ethiopia
8	**Integrated Soil Fertility Management (ISFM) to improve agricultural productivity and livelihoods**	Wakiso and Kamuli villages,Uganda	The project aims at linking and scaling out Integrated Soil Fertility Management (ISFM) gains, to agricultural product markets, to improve agricultural productivity and livelihoods.	Moisture harvesting through Zai pits and basin planting, minimum tillage, mulching and crop rotation	Strengthening conservation agriculture in existing areas and scaling up to new areas through technologies such as moisture harvesting through Zai pits	Innovative farming practices such as drip irrigation, seedlings multiplication of tomato, onion, and peppers are easily replicable in Ethiopia
9	**Agro-Genetic Technologies (AGT) Ltd.**	Buloba, Uganda	Promotes the engagement of public and private sector organizations on the utilization of biotechnology	Production of tissue cultured plantlets of a variety of crops i.e. bananas, pineapples, coffee, tea, cassava, and sweet potatoes etc.	Tissue culturing to produce disease, pest free, and highly productive planting material	Production of disease free coffee, enset and ginger, all of which are highly affected by bacterial diseases. MoARD, Ethiopian Institute for Agricultural Research, and the Biotechnology Institute could take the lead in collaborating with other stakeholders
10	**Makerere University**	Kampala, Uganda	Strengthening CCA capacity through training research and policy interventions	Training provided on effects of climate change	Capacity Strengthening to Ag.research centers/government bodies etc.	This is being done already in Ethiopia
11	**Rural Enterprise Development Service Ltd**	Entebbe, Uganda	Supports public and private sectors growth	Details on how the private sector contributes in climate change adaptation through the use of available hand farm tools and set up of small scale farmer groups	Smallholder demonstration farms	Use of lead farmers within an area was considered interesting and practical, but not yet applicable in the Ethiopian context

Table 5 – Best Practices Visited in Kenya and Uganda

	Sites visited	Location	Program Focus	Brief Description of technologies/Activities	Technology Applicable to Ethiopia	Major Take-Away by Agent of Change/Potential for Replication
12	**Climate smart agriculture technologies for food security and poverty alleviation in smallholder crop-livestock production systems**	Seguku, Uganda	Implementation of an extension approach that changes behaviour through practical demonstrations	Water harvesting by using rooftop and surface runoff, water conservation, use of water efficiently and economically (e.g. fish ponds water reused for irrigation), use of grass hay as a dry season feed resource, small-scale irrigation and vegetable production (in gunny bags), biogas production, milk production/dairy farming within a homestead	Integrated approach combining adoption of crop-livestock production, by enhancing innovations	Practical demonstration of technologies to encourage community adoption of technologies within a short period of time
13	**The National Agricultural Research Organization (NARO)**	Kawanda, Uganda	Application of Genetically Modified Organisms (GMO) and tissue culture and demonstration for CSA	Development stage to improving iron and Vitamin A content in local banana varieties through biotechnology, including pest and disease resistance, drought tolerance, and genetic material conservation	Biological conservation	The MoA and the Ethiopian Institute of Biodiversity and Conservation could take the lead in strengthening on the ground conservation of genetic materials activities

The major technologies and practices that the group recognized as being applicable to the Ethiopian context were:

1. **Strengthening conservation agriculture** - Technologies such as moisture harvesting through Zai pits and basin planting, minimum tillage, and mulching and crop rotation have been shown to yield up to a three-fold increase in productivity. In addition to strengthening started initiatives in Ethiopia, more pilot areas can be selected in the arid and semi-arid parts of the country.

2. **Climate Smart Village** - With regard to applicability of climate smart villages, the team had mixed feelings on the extension approach. Introducing some technologies through free project hand-outs usually prove challenging for sustainability and scaling up. Therefore, adopting these technologies would require a modified approach. This could include facilitating access to credit and collective action to mobilize local resources.

3. **Downscaling seasonal weather forecasts with agriculture advisories** - At minimum, the forecast needs to be downscaled to the woreda level, and agricultural advisories could be channelled to the wider communities through Farmers Training Centres (FTCs) or Pastoral Field Schools.

4. **Biotechnology** - Promoting public and private sector organizational engagement on the use of biotechnology such as tissue culturing and the safe use of genetic modification to produce highly productive, disease and pest-resistant planting material will contribute to food and nutrition security as well as economic growth.

5. **Biological conservation** - Ethiopia has good practice of physical conservation of genetic materials in laboratory structures. However, Kenya and Uganda have a wider experience when it comes to conservation of genetic materials that could be duplicated.

6. **Extension approach** - Improving livelihood through the application of appropriate technologies, such as water harvesting and moisture conservation rather than waiting for external assistance.

The team expressed its willingness to share major by organizing briefing sessions with senior officials at the Ministry of Agriculture and regional BoA's. Through these it can share experiences and lessons learned, as well as prepare action plans and identify priorities to scale up the recommendations they put forth. The participants drafted a more detailed account of best practices visited. The entire trip was also captured on film, from which two short videos will be produced in the next reporting period year for dissemination and extension training purposes.

2.2.2 Smallholder agriculture transformation and good practices visit

In response to requests from the MoA, USAID-CIAFS designed a study tour to Thailand for high-level officials from the Ministry of Agriculture, including directorates from the federal MoA and the regional bureaus of Amhara, Tigray, and SNNPR. The objective of the tour was to help leaders learn about best practices and policies that support smallholders and to identify which practices can be replicated in Ethiopia to increase agricultural productivity. The visit provided the delegation with a greater perspective on the strategic approaches followed by the Thai government to promote smallholder agriculture, leading to best practices and strategies to Ethiopia. The Asian Institute of Technology (AIT), an international and intergovernmental university, facilitated the visit.

The program involved class-based training, meetings with Thai government officials, visits to research institutions and farm machinery centres, field visits to villages, and interactions with farmers, extension workers, and other stakeholders. The delegation also held high-level meetings with the Thai Ministry of Agriculture. It was noted that Thai agriculture is technologically advanced and that some of the best practices observed may not be applicable to the current Ethiopian context. Nonetheless, several practices were considered scalable in the short- to medium-term:

- Encourage the private sector to partner with universities and research institutions to fund research, develop prototypes, agricultural implements, and agro-processing for value addition.
- Revisit existing extension organization, structure, and delivery mechanisms to enhance efficiency and explore options for creating an independent extension directorate.
- Provide micro-finance to farmers trained in agricultural best practices to procure services and technologies, particularly for unemployed youth wishing to engage in farming, beekeeping, and other activities for which they lack initial working capital.
- Revisit agriculture mechanization centers established in the country, and empower them to develop affordable machines, as well as conduct testing for certification before transferring technologies to the farm level.
- Organize marketing centers in strategic locations to improve the efficiency of agricultural marketing, reduce post-harvest loss and allow greater margin of the trade to be earned by farmers.
- Promote contract farming as a matter of agriculture strategy to facilitate technology diffusion and improve marketing outlet for smallholders.
- Design systems to develop and utilize ITC, including GIS, remote sensing and related capacities in agriculture.
- Increase cassava production—cassava is Ethiopia's least recognized and yet important food crop in the southern region of the country. Although the plant is used to make a starchy food, and it is also a source for biofuel as well as animal feed, Ethiopia has yet to make much impact on the global cassava market, since most of its crop is consumed domestically. Following best practices from Thailand and elsewhere (e.g. Nigeria), cassava production can increase much more for food security and to process byproducts.
- Organize a focused visit to Thailand for technical specialists from the federal and regional bureaus to deepen understanding of some of the best practices in production, value addition and marketing of agriculture commodities and map efficient strategies for upscaling them.
- A full and detailed report on the study visit, including lessons learned, was drafted and is available for circulation.

2.2.3 Best practices videos

USAID-CIAFS is currently finalizing the production of 10 short videos (10 to 12 minutes long), which leverage the lessons learned from the 2012 and 2013 in-country study tour to promote best practices in climate change and agriculture. The subtitles are extracted from the study tour reports and developed in Amharic while the narration is in English. Five of the videos are completed. The videos will be important tools to raise public awareness in workshops and meetings. They will also be made available to the regional agriculture bureaus and the federal MoA for use by extension workers. USAID-CIAFS will also distribute the videos to other FTF partners, NGOs and local CBOs that are working with farmers on climate and related themes. The videos have gone through several stages of review and refinement and the remaining five will be completed in mid-November, 2014.

The videos are prepared on the following topics:

- Vertisol management
- Improved honey production systems
- Familiarization with rust resistant wheat
- Water harvesting practices
- Milk and dairy production
- Coffee production
- The new quncho variety of teff
- Integrated watershed management activities
- Seed multiplication activities
- Irrigation farming

2.3 Component 3: Demand-driven policy analysis for enabling environment

2.3.1 International biotechnology conference

One of the mandates of USAID-CIAFS is to support the enabling environment for improved food security. Accordingly, the project organised an international conference in Addis Ababa on August 21-22, 2014 to raise public awareness and build national capacity on harnessing and applying biotechnology to increase agricultural productivity and accelerate economic growth in Ethiopia. The conference was organised in response to the MoA request for capacity building support in biotechnology. While biotechnology is evolving as one of the modern sciences for improving agricultural production, Ethiopia has not been successful in adopting the technology. There is the tendency to equate biotechnology entirely with GMO's, and this stance remains an impediment to the application of non-transgenic biotechnology tools for improved smallholder agriculture.

The biosafety regulations are also stifling. The conference, attended by more than 100 delegates from government, international organisations, academia and the private sector, deliberated over two days on the possibility of scaling up biotechnology in Ethiopia. Several papers and country experiences were presented for discussion by renowned scientists that culminated with a series of recommendations to support the enabling environment. USAID-CIAFS is preparing the proceedings of this conference for dissemination and follow-up with policy making bodies. The conference builds on the study tour to India sponsored by USAID-CIAFS last year where a six person team from research establishments and the regulatory body visited biotechnology applications and laboratories in India and returned with a wealth of information to scale up practices in Ethiopia.

Participants at the international biotechnology conference discuss its application in the Ethiopian context.

Table 6: Component 3: Support for enabling environment

#	Activity/Unit	Year IV			Remarks
		Target	Achieved	% Target Achieved	
3.1	Scaling up Biotechnology in Ethiopia				
	# Workshop	1	1	100%	International conference convened. Proceedings in progress
3.2	Hire cotton specialist for the ministry of agriculture				

Table 6: Component 3: Support for enabling environment

#	Activity/Unit	Year IV			Remarks
		Target	Achieved	% Target Achieved	
	# specialist hired	1	--		No request from MoA

2.4 Component 4: Food security and nutrition

Nutrition is a key topic for Ethiopia's sustainable development, as well as a major component under the Feed the Future Program. Sensitizing senior decision makers to good national nutrition policy and practices, and the links between agriculture and nutrition security themes, is central to building Ethiopia's capacity to fighting malnutrition and hunger.

Table 7: Component Four: Food security and nutrition

	Activity/Unit	Year IV		% Target Achieved	Remarks
		Target	Achieved		
4.1	Modular curriculum development				
	# module prepared	1	1	100%	Module II completed
4.1	Nutrition security, leadership module II				
	# individuals trained	50	105	210%	2 rounds of training provided due to demand from the federal & regions

2.4.1 Leadership for nutrition training

USAID-CIAFS' efforts to deepen its development objectives took significant steps forward this year as the project developed a tailor-made curriculum with emphasis to nutrition security and provided training to 105 directors, senior and mid-level managers, process owners, and other officials from the federal MoA and regional bureaus of Amhara, Tigray, Oromiya, SNNPR. Designed as module II, the training was delivered to support the Ministry achieves the Millennium Development Goals of food and nutrition security. The training was organized in two rounds in response to the request from MoA. The first round of training was quite intensive and was delivered over three days, explicitly for senior staff members (mostly directors) from the federal MoA. A total of 49 (10 women) leaders were trained. The second round was more elaborate, delivered over four days for those in leadership position from the regional bureaus of Amhara, Oromiya, SNNPR, and Tigray and some from the federal MoA. A total of 56 employees were trained in the second round. More than 48 percent of those trained were women. Through these trainings, participants acquired better knowledge of leadership concepts and strategies and refreshed their understanding of food and nutrition security in Ethiopia.

2.5 Component 5: Climate change under GCC adaptation

USAID-CIAFS supports GCC pillars I and II adaptation practices – science and analysis to inform decision-making and improving governance – through training, research, workshops and academic institutions to develop appropriate curriculums to train students with climate change analytical tools that support development of Ethiopia's green economy. Major activities undertaken this reporting year are elaborated below.

Table 8: Component 5: Dissemination of best practices, technologies and innovations

#	Activity/Unit	Year IV			Remarks
		Target	Achieved	% Target Achieved	
5.1	Climate change best practice grants				
	# of subawards	4	3	75%	Completed
5.2	Scaling up climate change curriculum for tertiary education				
	# subawards	1	3	300%	Completed

2.5.1 Climate change training manuals

USAID-CIAFS' climate change initiatives focus on institutional strengthening and improved information to support both communities and decision makers for adaptation planning and practice. Accordingly, USAID-CIAFS subcontracted specialists from Haramaya University to develop a curriculum on climate change induced conflict prevention, management, and peace building; to provide training to selected trainers; and to translate the materials for further dissemination. A training material titled, *Global Climate Change (GCC), Ethiopia's Climate Resilient Green Economy (ECRGE) and GCC-Induced Conflicts,* was developed primarily for pastoral and agro-pastoral communities. The training modules were first prepared in English and then translated into Oromiffa. The latter version was piloted locally by training pastoral and agro-pastoral communities, while the English version was commented on by USAID-CIAFS. Both versions are ready for publication and dissemination to increase understanding of the challenges and opportunities posed by climate change.

2.5.2 Best practice dissemination

Mekelle and Bahir Dar Universities were subcontracted to undertake research on local adaptation practices, institutions, and scalable technologies to further climate change. This builds on the experience gained last year where a similar grant was awarded to Haramaya University to present off-the-shelf research outputs on climate change impacts for a regional workshop. The thematic topics researched by Mekelle and Bahir Dar that underpin the GCC are presented in Table 9. The research papers and accompanying policy briefs prepared by the grantees will be published by USAID-CIAFS and also presented in the upcoming national climate smart agriculture workshop. Key findings will be presented to regional workshops for stakeholders from academia, local government, farmers' representatives, regional CRGE, and other concerned organisations. The objective is to raise awareness on the linkages between climate change and food security and contribute to the construction of strategies to upscale best adaptions. This component has the making of strengthening adaptive agricultural research so that research becomes more relevant and impact oriented. Both universities made significant advances in conducting the research and preparing the papers and briefings. It is anticipated that the activity will be formally completed in the first few months of the next reporting period.

Table 9: Thematic topics for research and policy briefing

Bahir Dar	Mekelle
• Farmers' perceptions and adaptation mechanisms to climate change	• Climate change resilience and adaptation measures in Kola Tembien, Tigray
• Climate change adaptation mechanisms in crop production system	• Climate change trend and adaptation through environmental rehabilitation: the case of Tigray.
• Climate change adaptation and livestock	• Climate change and livestock activity

Table 9: Thematic topics for research and policy briefing

Bahir Dar	Mekelle
management dynamism in the highlands of Ethiopia • Smallholder plantation and climate change adaptation • Soil and sedimentation impacts with climate change in Lake Tana Basin • Farmers' perceptions and adaptation mechanisms to climate change • Posters, photographs	choice in the Nile Basin • Adaptation to climate change in an agroforestry: Evidence from the Nile basin • Integrated climate risk assessment and crisis response strategies for agriculture • Comparative Carbon footprints between Abreha Atsbeha and Adeke Sandid Communities • Improving decision-making capacity of smallholder farmers in adaptation to climate change in three drought prone districts of Tigray. • Climate change resilience and adaptation measures in Kola Tembien, Tigray. • Climate change trend and adaptation through environmental rehabilitation: the case of Tigray. • Climate change and livestock activity choice in the Nile Basin. • Adaptation to climate change in an agroforestry: Evidence from the Nile basin. • Integrated climate risk assessment and crisis response strategies for agriculture

2.5.3 Global climate change curriculum development

In 2013, the project subcontracted Dire Dawa University to develop a tertiary level curriculum on Global Climate Change (GCC) tools and methods and integrate this into Economic Policy syllabus for Master's Degree program. This effort was well recognized by academia, the MoA, and research institutions, and three more subcontracts were awarded this year to sale up the curriculum developed by the university to Mekelle, Bahir Dar and Haramaya Universities. On September 22, 2014, Mekelle University presented its draft curriculum in a workshop attended by 40 economists representing various universities across the country, specialists from international and national organizations, such as the International Livestock and Research Institute (ILRI), the Ethiopian Development Research Institute (EDRI), and the Ethiopian Economic Association (EEA). Besides leveraging input from international experts, the workshop provided experts the opportunity to share experiences and gain a strong national perspective on the issues surrounding mitigation and adaptation issues. The award has allowed the Economics Department of Mekelle University to add four more programs to its existing two MSc programs - Development Policy Analysis and Environmental and Natural Resource Economics. The terms of references were thus far successfully accomplished by Mekelle University.

The other two universities are at various stages of progress. Bahir Dar University has finalized the needs assessment. It has also reviewed the curriculum developed by Dire Dawa University and determined to align the curriculum with the department of Natural Resources, College of Agriculture and Environmental Sciences. There are 7 other departments under the College, including agricultural economics and rural development that are expected to use the curriculum for undergraduate and

postgraduate degree programs. The schedule is that Bahir Dar will organize a workshop similar to the one held by Mekelle University within the coming months for feedback and critique before presenting to the University Senate Boards for approval. Haramaya University started rather late; nonetheless it is on-schedule for completion by December 2014, the latest. Haramaya wishes to develop five postgraduate programs incorporating GCC these include Agro-economics, Agroforestry for NRM, Environmental Sciences and Management, Agro meteorology and Risk Management, and Soil Science MSc Programs.

The development of tertiary level curriculum involving GCC is in line with USAID-CIAFS' Objective 1 of Strategic Capacity Building Activities for Key Agents of Change to address Sustainable Natural Resource Management. The objective is to build the capacity of higher education institutions in the country in order to train students with basic tools and concepts of climate change and contribute towards the government's Climate Resilient Green Economy (CRGE).

2.6 Component 6: Monitoring and evaluation support

The role of monitoring and evaluation under the USAID-CIAFS's mandate is threefold: (1) providing capacity building support to the MoA and BoAs; (2) providing technical support to USAID, and FTF partners; and (3) managing the project's internal M&E including impact assessment. Activities planned and achieved for the year are summarized in the table below.

Table 10: Component 6: Year IV Planning, Monitoring and Evaluation Support

#	Activity/Unit	Target	Achieved	% Target Achieved	Remarks
A	**Planning and M&E Support to MoA and BoA's**				
6.1	Training in planning tools and M&E				
	# participants	50	48	96%	Completed
6.2	Training in project cycle management (PCM)				
	# participants	50	115	230%	In addition to Planning and M&E staff technical staff were included in the training
6.3	Bi-annual planning and M&E review workshop				
	# workshops	2	1	50%	Demand Driven by MoA, the 2nd workshop rolled over to November 2014
6.4	Participate in M&E taskforce				
	# meetings attended	4	4	100%	Continuous
B	**M&E Support to USAID & FTF Implementing Partners**				
6.5	FTF partner coordination meetings				
	# meetings	4	1	25%	Demand driven by USAID, another project responsible for this activity
6.6	FTFMS training and support for FtF Implementing partners				
	# training events	5	4	80%	Completed, Five persons trained from four FTF projects
6.7	Data quality assessment of FTF projects				
	# assessments	10	-	-	Demand Driven by USAID. No request this time
6.8	Finalize assessment of USAID push-pull model				

Table 10: Component 6: Year IV Planning, Monitoring and Evaluation Support

#	Activity/Unit	Target	Achieved	% Target Achieved	Remarks
A	**Planning and M&E Support to MoA and BoA's**				
	# studies	1	1	100%	Study finalized and final report submitted
C	**Internal M&E to CIAFS**				
6.9	CIRIS database management				
	# events data managed	15	23	153%	Completed, data for 23 training and workshop events recorded
6.10	Updating CIAFS PMP				
	# updated	1	1	100%	Completed
6.11	Semi Annual Report (SARS)				
	# of reports	2	1	50%	On track, Demand Driven by USAID
6.12	Tracking impact and results				
	# of beneficiaries	-	220	-	Impact and results collected from 220 beneficiaries and recorded in CIRIS
6.13	Impact assessment (training and best practice experience sharing visits)				
	# of events assessed	5	5	100%	Completed for three trainings and two best practice experience sharing visits
6.14	Case studies to assess impact				
		-	10	-	5 completed and another 5 in draft form

2.6.1 Planning and M&E support to MoA/BoAs

Planning tools and M&E training

One of the central tenets of USAID-CIAFS is to provide support to the Ministry of Agriculture to build its capacity for evidence-based planning, analysis, and M&E capabilities to successfully implement the Growth and Transformation Plan/Agricultural Transformation Plan (GTP/ATP). Pursuant to this objective, USAID-CIAFS delivered a five day planning and M&E training to 48 Ministry of Agriculture senior planning and M&E staff from the federal and regional bureaus of Amhara, Oromiya, SNNPR and Tigray. The training was delivered in two modules, of which Module 1 was on planning tools and methods, as well as indicators to measure performance; while Module 2 included survey and data collection methods, data management and analysis. This training builds on and complements USAID-CIAFS' earlier capacity building efforts, in particular the bi-annual planning/training workshops. Trains will be able to develop standardized methodologies and tools for strengthening and instituting planning and M&E systems, as well as effectively implementing the GTP/ATP. Through this training, USAID-CIAFS achieved two of its strategic objectives: Strategic Capacity Building Activities for Key Agents of Change and Monitoring and Evaluation System Support to the Ministry of Agriculture.

Project cycle management (PCM) training

A PCM training was organized in two five-day rounds for a total of 115 staff from the Federal MoA, and Afar, Amhara, Oromiya, SNNPR, Somali and Tigray regional Bureaus of Agriculture. The federal MoA participants were drawn from 14 different directorates and agencies, and included the Agricultural Input Supply and Marketing Directorate, the Food Security Directorate, the National Soil Research Center, the

Coffee Quality Control Center, the Livestock Health Directorate, the Natural Resource Development Directorate, the Women Affairs Directorate, the Agriculture Extension, Rural Land Administration and Use, Livestock and Forage Development, Crop Protection and Quality Control, Agriculture Reform, Early Warning and Response Directorates. The first round of trainings was delivered to 63 participants from the federal MoA, the Afar, Oromiya, SNNPR & Somali BoA's. The second round was conducted in Gondar from Sep. 3 to Sep. 7, 2014 for 52 participants from the MoA, Amhara and Tigray regional BoA's.

The objective of the training was to expose MoA/ BoA staff to planning tools and techniques, and enhance their capacity to design projects that are appropriate to the needs of target communities. The curriculum was contextualised in the agriculture and rural development sector, and was supported with case studies that represented different agro-ecologies and socioeconomic conditions, including pastoralist communities. This helped participants to relate exercises to their respective contexts, and to understand the conceptual and practical tools of project design, implementation, monitoring, and reporting.

The number of trainees was more than double of the planned number (210 percent), suggesting the weight the Ministry had given to the training. In their remarks, trainees commented that the modular curriculum was well-customized and targeted and organizational and institutional capacity gaps were correctly diagnosed. The training tackled the key gaps that hitherto pervaded effective project planning and implementation in the agriculture sector.

The third bi-annual planning and M&E review workshop

In the current structure of the MoA, linkages between the federal and regional governments are weak, planning tools and approaches are not standardized, and decision-making is hindered by irregular data flows. In 2012/13 CIAFS organized two bi-annual workshops with the strategic objective of bridging the gap between regional planning and M&E systems.

Building on the previous bi-annual workshops, USAID-CIAFS organized the Third Biannual Planning and M&E Review Workshop in this reporting year in collaboration with the Ministry of Agriculture and the Agricultural Transformation Agency (ATA). The two-day national event was held in Hawassa where 65 participants (12 percent women) drawn from the regional bureaus of SNNPR, Oromiya, Tigray, Amhara, Afar, and Dire Dawa took part. Participants also came from the Federal Ministry of Agriculture and allied offices such as MoFED, National Planning Commission, CSA, Seed Enterprises, Institute of Agricultural Research, Cooperative Agency, and the National Animal Health Centre. Amongst donor participants, the FAO and the World Bank were invited to present their sector-wide database and M&E system.

The workshop reviewed the progress made by regions in meeting the GTP/ATP targets and explored lessons learned in harmonizing planning and instituting coordinated M&E and reporting systems. Participants also reviewed the FMoA's report on implementing the recommendations from the Second Biannual workshop, as well as the progress made toward a sector-wide M&E system. Participants used the opportunity to share their experiences and perspectives with their colleagues and formulated strategies for achieving further progress.

The MoA recognized the workshop as a success, acknowledging it as an important platform to strengthen vertical and horizontal linkages between the Federal MoA and the regional BoAs. Collaboration with the ATA and donor projects is an exit strategy for CIAFS as it provides continuity and sustainability to the institutional forum thus created. The PPD will be able to leverage resources from these actors through the Planning and M&E taskforce - itself a product of the bi-annual planning workshop – to continue organizing the review workshop. The second biannual workshops planned for the year, is rolled over to November 2014 upon the request of the MoA.

RED&FS M&E taskforce meeting

USAID-CIAFS M&E team has actively participated in the monthly and quarterly coordination meetings organized under the auspicious of the RED&FS and chaired by the MoA Planning Directorate. The taskforce, which includes representatives from the MoA, ATA, the World Bank, FAO, and CIAFS, meets periodically to discuss strategic issues and coordination mechanisms to harmonize approaches for better synergy and impact.

One major outcome of this taskforce is the collaboration between CIAFS and ATA in implementing the last two biannual planning and M&E review workshops. USAID-CIAFS sponsored FTF targeted regions while ATA sponsored non-FTF targeted regions so that all regions in the country participated in the workshop, thus giving it a national perspective.

2.6.2 M&E support to USAID and FTF implementing partners

USAID FTF Push-Pull Assessment

In a response to demand from USAID, CIAFS hired three consultants to assess the relevance of the Push/Pull model to the Feed the Future programs in Ethiopia. The model seeks to build the capacity of vulnerable food insecure households to participate in economic activity (the 'push'), while mobilizing market-let agricultural growth to generate relevant economic opportunities and demand for smallholder production, labor, and services (the 'pull'). The assessment also looked into the linkages with GoE and other donor programs for potential synergies and/or conflicts.

Organized a workshop for USAID and FTF partners to discuss the findings from the push-pull assessment conducted by a consulting team. The workshop was attended by 65 participants (15 of whom were women) from USAID and FTF partners. Key findings suggest that while the interventions initiated by partners are generally appropriate to induce a push-pull effect their application at the field level is not coherent and well-coordinated to achieve desired outcomes. Key discussion points and recommendations from the workshop were compiled by CIAFS for submission to USAID. The project has also edited the final version of the assessment, which incorporates key findings, lessons, and challenges and submitted a comprehensive report to USAID.

Feed the Future monitoring system training for partners

The project M&E team provided a users' training on the Feed the Future Monitoring System (FTFMS) to five M&E specialists and managers from four FTF projects, namely: the Environmental Entrepreneurship Program (EEP) implemented by Tigray Youth Association (TYA); the Camel Milk Project implemented by Aged and Children Pastoralists Association (ACPA); the Commercial Farm Service Project (CFSP) implemented by CNFA; and the Land Administration to Nature Project implemented by Tetra Tech Inc. Follow up and support is also provided to these and other FTF projects. In addition to the hands-on-training, participants were provided with training materials and guides for reference to help them use the system efficiently for data recording and reporting to USAID. This brings the total number of FTF partner projects trained by USAID-CIAFS on FTFMS to date to twelve.

Feed the Future partners' quarterly meetings

Consistent with its mandate to provide M&E support to USAID/ Ethiopia, CIAFS facilitated the first FTF quarterly partners' coordination meeting of FY2014 on Feb. 7, 2014. This meeting brought together 57 participants from USAID, the Bureau for Food Security, USDA, and FTF projects. Agenda items included

a participatory review of the population baseline survey conducted by IFPRI, the Feed the Future Monitoring System (FTFMS), and performance of the AMDe, LMD, PRIME, GRAD, and ENGINE projects. The presentations stimulated critical discussions on how to align interventions to achieve higher-level outcomes and scale up of activities into the zone of influence, thus maximizing impact. The new FTF project, AKLDP, now holds the responsibility for organizing the quarterly FTF coordination meetings.

Conducting Data Quality Assessment (DQA)

This activity is demand driven and was not accomplished during the fiscal year, as there was no request put forth from USAID.

2.6.3 USAID-CIAFS internal M&E

CIRIS data management

In the reporting period, USAID-CIAFS continued to track project achievements and results through a web-based proprietary database known as CIRIS (Client Impact and Results Information System). USAID-CIAFS continuously records achievements, including trainings and workshops, participant particulars, results, and success stories in its CIRIS database. In this fiscal year, the project recorded data for over 23 training and workshop events, and over 200 client impact and results information. Data from CIRIS will be exported to Excel and Word and used for analysis and reporting.

Participation in M&E conference

USAID-CIAFS sponsored two of its staff—the M&E Manager and the Senior M&E Analyst— to participate in an international conference on M&E. The conference, organized by Fintrac Inc., was held in Nairobi from Feb. 11-14, 2014. At the conference, presentations, shared experiences, and stimulating discussions took place amongst participants drawn from different countries in Africa, Asia and Latin America. Technical knowledge and skills in the application of SQL database, CIRIS report design, online ArcGIS, and advanced use of Excel was also discussed at the conference. The participants from CIAFS have shared their experiences in Data Quality Assessment (DQA) and qualitative data management at the workshop.

Semi-annual Report (SARS)

This refers to Plan and Performance Report (PPR) and submitted to USAID in November 2013.

Tracking USAID-CIAFS Results and Impacts

To date, USAID-CIAFS tracked the achievements and impacts from about 220 agents of change who attended capacity building training and participated in one of the study visits. This information has been recorded in CIRIS database. The tracker served for a systematic assessment of outcome level impacts and also used to provide information to conduct in-depth study of success stories and case studies.

Impact assessment

LEADERSHIP IMPACT ASSESSMENT HIGHLIGHTS

- The Natural Resource Management head of Tigray BoA, along with his colleagues, campaigned so hard that bench terracing is now aggressively promoted as a part of the regional bureau food security agenda.
- The Planning Head of West Showa Zone, Oromiya, noted that owing to the system he developed, following the leadership training, districts are submitting reports in two days or less against 5-6 days prior to the training.
- The Input Supply Head from the same zonal office also noted that his office does not just measures plans against accomplishments as in the past, but also outputs or results achieved.
- A group of trainees from Oromiya mobilised farmers in Woliso zone to reclaim 13,000 hectares black cotton soil against 7,000 hectare reclaimed in the previous year for cultivation of wheat.

In order to gauge emerging impacts, USAID-CIAFS conducts impact assessments six months after training and study tours. The assessment measures emerging changes and determines the relevance, effectiveness, and lessons learned from the program. In the past, the project has conducted a comprehensive assessment of the impact of the leadership and agribusiness training, and domestic study visits, and disseminated the findings to stakeholders through workshops and publications. The second round of impact assessment was conducted during Year 4. The M&E team supported by data collectors conducted the assessment pertaining to transformational leadership training cascaded to directors and senior and mid-level managers from the Federal Ministry of Agriculture, Oromiya and Tigray bureaus of agriculture. It covers the period 2012 to 2103. A substantial number of senior persons were trained during this period. Data were collected from individuals who participated in the training programs.

The assessment also documents efforts being made by another batch of senior persons that took part in two rounds of in-country study tours. The first round of the tour was organized for 121 agricultural staff from the MoA, and BoAs to visit various innovative agricultural technologies and natural resources management activities in Amhara, Oromiya, SNNPR, and Tigray regions. The second tour was in Oromiya and SNNP regions and a total of 37 senior agricultural staff from Amhara, Oromiya, SNNPR and Tigray regions have taken part in the visit. The impact assessments used a mix of both qualitative and quantitative data collection methods. The qualitative data comes from key informant interviews and focus group discussions. Quantitative data were collected using a questionnaire. Both assessments, in addition to measuring impact through qualitative and quantitative data derived from a census population, also identified specific cases that can be studied in depth to produce project success stories.

The leadership impact assessment indicated the following:

- Training motivates and initiates trainees to implement and apply the tools they learned.
- Trainees attempted to realize what they learned at individual and organizational levels.
- Participants (more than 80 percent of respondents) gained new leadership skills, thus making changes to their personal behaviors.
- Participants in the study tour have taken different initiatives and made efforts in disseminating and scaling up the best practices and technologies they observed and learned from the tours.
- More than 70 percent of the respondents said they have acquired new approaches to solving problems and as a consequence were able to improve their leadership and management styles to tackle work-related problems.
- Changed mindsets, to "think outside of the box", and introduced new and better ways of doing things and new approaches to service delivery.

Overall, the potential to effectively utilize the capacities that are built through training and study visits depends, to a large extent, on the degree to which the respective organizations or bureaus are flexible enough and open to change. The bi-annual planning and M&E workshops and other tailored programs promoted by the project are intended to introduce innovative ways of doing things and address institutional "resistance to change".

Key findings of the two sets of assessments are summarized in Annex II.

Case studies to assess impact

Since the start of the project, USAID-CIAFS has conducted over 50 training events (with over 2,000 participants) on leadership, agribusiness competitiveness, entrepreneurship, and planning and M&E for both the public and private sectors. The project has also conducted two in-country best practice visits that involved 158 participants. To assess the impact of these interventions and identify success stories, data from over 25 participants selected in Amhara, Tigray and Oromiya were collected and documented through in-depth interviews and field observations. More than ten case studies have been documented from the public sector. Three of these are published and the other seven are in draft form. Those published cover the following:

- Integrated watershed management
- Seed multiplication
- Bench terracing

3. CROSS CUTTING ISSUES

3.1 Gender

Gender inequality remains a key development challenge in Ethiopia and holds back the majority of women from achieving gender equality. Capacity for gender mainstreaming is generally weak within sector ministries and programs. USAID-CIAFS makes a conscious effort to ensure equitable participation of women in its activities. It has incorporated gender in the leadership curriculum and offered training in gender mainstreaming to senior and mid-level leaders from the FMoA and regional bureaus. It has set a target of 20 percent women participants in all capacity building activities. In year three, women accounted for 21percent of all participants involved in CIAFS activities. This was an improvement over year two and year one which was, respectively, 13 percent and 10 percent. In year four, the participation of women more than tripled over year one to 32 percent. The proportion of women from the private sector is much higher, 40 percent, than from the public sector because of targeted training programs and the presence of relatively more women in agribusiness than in the public sector. USAID-CIAFS will apply the same approach of relaxing the selection process to increase the percentage of women in its forthcoming capacity building activities.

4. COMMUNICATIONS

USAID-CIAFS has accomplished almost all planned activities for the year, as summarized in the table below. It has prepared success stories, tools for transformation, briefs, reports, proceedings, and journals, all disseminated at workshops and directly to the stakeholders.

Table 11: Year IV Communications targets and achievements

#	Activity/Unit	Year IV	Remarks

		Target	Achieved	% Target Achieved	
A	**Capacity Building in Communication**				
7.1	Training MoA/BoAs in documentary video production				
	# of participants	20	20	100%	Completed
7.2	Annual review and planning workshop				
	# workshop	1	1	100%	Completed
B	**Publications**				
7.3	Large scale commercial agriculture (EAAP)				
	#Copies of publications	1,000	1,000	100%	Completed
7.4	Climate change variability and its relation with livestock development (ESAP)				
	# Copies of publications	1,000	1,000	100%	Completed
7.5	Pastoral study visit to West and East Africa and follow on workshop				
	# Copies of publications	1,000	1,000	100%	Completed
7.6	Inventory of best practices				
	# Copies of publications	1,000	--	--	At print stage
7.7	Best practices in agriculture and climate change				
	# Copies of publications	1,000	--		At print stage
7.8	ToT manual for GCC training				
	# Copies of publications	1000	--		At print stage
7.9	Impact assessment report				
	# Copies of publications	3,000	--	--	Undergoing editing
7.10	Agents of change Journal				
	# Journals produced	4	--	--	Information from agents of change not coming as expected
7.11	Tools for transformation briefs				
	# Briefs produced	4	--	--	Priority given to other activities
7.12	Success stories				
	# snapshots produced	24	5	21%	Case studies produced instead of success stories
7.13	Haramaya dialogue III proceedings				
	#of copies printed	1,000	--	--	Proceedings not prepared by Haramaya

4.1 Training in video production and application for MOA/BoA staff

USAID-CIAFS subcontracted a local consulting firm and organized video production training to 20 Public Relations Directorate staff (2 women) from the federal MOA and the regional bureaus from 11-16 November 2013 in Adama. A demand driven activity, the training was designed and delivered in collaboration with the PR Directorate of the MOA. It aimed at enhancing the Ministry's outreach program to boost agricultural productivity through the use of short videos and briefs. The training covered the use of videos in agricultural development, video shooting, and video editing. Specific topics included the role of videos in agricultural development, video formats, basic camera elements, camera operations, basic camera mounts, types of video shots, camera movement, purpose of shots, manual operations, audio and sound control, microphones, scene transitions, video lighting, and editing techniques.

Trainees were drawn from the federal Ministry of Agriculture, Amhara Bureau of Agriculture, Oromia Bureau of Agriculture, SNNPR Bureau of Agriculture, Tigray Bureau of Agriculture, Ethiopian Institute of Biodiversity, Ethiopian Horticulture Development Agency, Ethiopian Institute of Agricultural Research and Ethiopian Seed Enterprise. Trainees hold various positions including PR senior experts, communication experts, photo journalists, audio-visual heads, PR process coordinators, senior PR officers, and audio-visual experts. Trainees produced short videos in small groups and presented them for

a group critique. Trainees pledged their commitment to apply the knowledge and skills in this training to make a difference to smallholder farming and drafted a 12-month action plan for video production.

4.2 Annual review and planning workshop

USAID-CIAFS organized its annual review and planning workshop on October 19, 2013 in Debrezeit. All USAID-CIAFS staff, the project manager from Fintrac's home office, the President of the Ethiopian Chamber of Sectoral Association, the Deputy Bureau Head of Oromia Bureau of Agriculture, a senior representative of the planning directorate of the federal MoA, and w/zo Aster, manager of Aster Bunna and national chamber board member participated in the workshop. The event provided the project the opportunity for in-depth analysis and discussions with key stakeholders, and to review the past year and plan for 2014. This one-day workshop reinforced USAID-CIAFS' collaborative work with the government and the private sector to ensure all activities are demand-driven.

4.3 Publications

The following publications were edited and published or are in the final review process for distribution and circulation:

Large scale commercial agriculture proceedings

The proceedings of the Ethiopian Association of Agricultural Professionals (EAAP) workshop, which was organized in collaboration with the Agricultural Investment Support Directorate of the MoA and USAID-CIAFS, with the primary objective of bringing together researchers, development agents, investors, practitioners, government representatives, and policy makers to discuss, debate, and chart the way forward for Ethiopia's developing large-scale agriculture sector was edited and published.

Climate change and its variability workshop proceedings

This national workshop was part-sponsored by USAID-CIAFS and the Ethiopian Society of Animal Production to foster debate on the links between climate change and livestock development. The proceeding of this workshop has now been published and distributed (about 1,000 copies).

Pastoral study visit and workshop proceedings

This proceeding was long overdue because of conflicting interests of the parties in the consortium. After several rounds of negotiation, the proceeding, prepared by USAID-CIAFS, is now published and will be launched at an appropriate forum with government authorities taking part.

Best practices inventory

The best practices inventory is an assessment and identification of best agricultural practices in Amhara, Oromia, Tigray, and SNNPR regions. After considering several agricultural practices, including the use of specific crop varieties and new crop types, USAID-CIAFS has identified several ideal agricultural practices for each of the four zones. The inventory was edited, and currently being formatted for printing.

In-country study tour reports 1 and 2

The reports document USAID-CIAFS' study tours, which were organized to support the dissemination of learned best practices, and intended to familiarize key personalities from the MoA and BoAs with

innovative practices and technologies used in agricultural development and natural resource management. The reports are in the final production stages.

ToT manual for global climate change training

A manual on climate change has been prepared in English and Oromiffa to train ToTs from pastoral regions to raise awareness on the effects of climate change and improve natural resource management. Prepared by Haramaya University and in collaboration with PRIME the manual has been piloted and further reviewed and edited by experts. It is now ready for print and distribution to FTF projects and other stakeholders involved in pastoral development.

Impact assessment

Building on the impact assessment undertaken a year ago, USAID-CIAFS has undertaken an assessment of emerging changes following the leadership training provided to regions and the federal MoA. An assessment was also conducted to determine the extent to which the best practices from the study tours have been upscaled by agents of change. Bothe sets of reports are prepared by the project and currently undergoing internal review and editing.

Agents' of change journal

This journal was intended to be a platform for agents of change to network with each other and to share experiences to support the food security agenda. The project has gone the extra mile to allocate budget and even prepare the first edition. Subsequent editions however did not materialise due to competing priorities in the reporting period.

Tools for transformation briefs

Thus far, USAID-CIAFS has prepared and distributed 18 briefs entitled "Tools for Transformation" capturing improved agricultural practices, technologies, and innovations. Due to a shift in priorities as a result of the departure of two of the key staff, the briefs were not prepared in this reporting year.

Success stories

These document outcome level changes attributed to USAID-CIAFS' activities. Last year, the project opted to undertake more in depth analytical studies of successes registered by agents of change and present them as "cases studies". Thus far, 10 case studies are prepared, three of which annexed to this report. The particular cases for studying were identified from USAID-CIAFS "tracker sheet" that records, through telephone interviews, field observations and direct communication by agents of change, more than 200 stories of success.

Haramaya dialogue III

The Third Dialogue on Ethiopian Agriculture was organised by Haramaya University on the theme: "Agricultural Research for National Development in the Face of Climate Change and Food Security". The proceedings from the dialogue is still in progress and will be completed in the next reporting period.

5. MAJOR CHALLENGES

Major challenges encountered during year four are highlighted as lessons learned and listed below:

- ***Cascading leadership training in SNNPR*:** USAID-CIAFS, once again, made a concerted effort to cascade the leadership training to the SNNP region during this reporting year. Several rounds of meetings were held with the SNNP regional BoA deputies and other senior persons to design the program. USAID-CIAFS also met with the bureau BoA head, during which time a verbal agreement was reached to organize the training for 120 people in two rounds of events. To further reinforce the agreement, the COR also met senior representatives from the BoA, and obtained their assurances. Moreover, several rounds of telephone calls were made by the Taskforce, followed by an official letter from the Head of the Minister of Agriculture Office. Building on this combined effort and good will from the bureau officials, CIAFS engaged trainers on STTA, booked hotels and halls, only to be informed by the SNNP regional BoA that the event has been postponed indefinitely. It would be unfortunate if USAID-CIAFS were to finish its term before delivering the leadership training to the region.

- ***International tours***: USAID-CIAFS organized two major international tours this past year. A team went to Kenya and Uganda, and another to Thailand. Organizing these events proved to be extremely challenging. Lacking credible institutions and tour operators specializing in organizing study visits, CIAFS had to rely heavily on Fintrac Inc. country programs to facilitate the visits. This was particularly the case with the visit to Kenya and Uganda. The visit to Thailand was relatively less cumbersome, as the Ministry of Agriculture had organized tours in the past through the Asian Institute of Technology. Nevertheless, there were still logistical, visa, and scheduling issues.

- ***Low Consultancy Rate Impending Private Sector Hiring:*** Hiring capable consultants at the USAID going rate continues to be an enduring problem for the project. Certain activities, such as conducting technical studies and workshop facilitation require specialized skills and experience; the task of getting the right person for such jobs is extremely difficult at times. Often, consultant fees are three to four times higher than the USAID allowable rate, and we had to request waivers, which are time consuming in order to recruit their services. Recommendations were put forth last year for USAID to implement the 2013 Local Compensation Plan of $150/day. Although this is still much lesser than what other donors pay, it will go some way in redressing the imbalance.

ANNEX 1: YEAR FOUR PERFORMANCE AGAINST INDICATORS

#	Intermediate Results	Indicator	FY 14			Cumulative (Feb 2011- Sept 2014)			Remarks
			FY14 Target	FY 14 Achieved	%	Target	Achieved	%	
1	**FTF results and associated indicators**								
	IR 1.1 Enhanced human and institutional capacity development for increased sustainable agriculture sector productivity	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	848	848	100%	2,800	2,461	88%	Includes agriculture and food security related trainings provided to public sector, private and civil society organizations
	IR 1.3 Improved agriculture policy environment	Number of policies completing the following processes/steps of development as a result of USG assistance in each case: analysis; stakeholder consultation/public debate; drafting or revision; approval (legislative or regulatory); full and effective implementation	5	4	80%	7	8	114%	Seed certification, contract farming and policy options, Fertilizer demand estimation and marketing, seed certification, pastoral livestock development, large scale commercial agriculture, role of tertiary education, biotechnology, MoA/BoA planning forum
2	**PPR results and associated indicators**								
	IR4.1 Disaster risk management, response and adaptation strengthened	Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	22	23	104	27	28	103%	# of woredas and zones who participated in country climate adaptation study tours and verified for implementing different climate adaptation practices such as farming land and soil reclamation and environmental rehabilitation activities.
		Number of laws, policies, strategies, plans, agreements, or regulations addressing climate	1	1	100	1	1	100%	GCC curriculum integration in tertiary education

#	Intermediate Results	Indicator	FY 14			Cumulative (Feb 2011- Sept 2014)			Remarks
			FY14 Target	FY 14 Achieved	%	Target	Achieved	%	
		change (mitigation or adaptation) and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance							
	IR 4.3 Natural Resource Management improved	Number of people (men and women) receiving USG supported training in natural resources management and or biodiversity conservation	27	8	29%	185	166	90%	Includes overseas 8 study tour participants in climate smart agriculture (CSA). The under accomplishment is due to the planned ToT training by Haramaya University didn't happen since preparation of the training material took longer time.
3	**Task order results and associated indicators**								
	IR 1.1 Key agents of change have the skills to affect change in critical agriculture policy areas that support agriculture growth and poverty reduction	Five major agricultural policies are improved	5	4	80%	7	8	114%	Seed certification, contract farming and policy options, Fertilizer demand estimation and marketing, seed certification, pastoral livestock development, large scale commercial agriculture, role of tertiary education, biotechnology, MoA/BoA planning forum (policy studies at different stages)
	IR.1.1.1 Agents of change from the public sector, private sector, and civil society actors have opportunities to broaden their knowledge of international best practices in agriculture development	Number of agents of change from the public sector participating in CIAFS capacity building efforts including workshops and experience sharing visits	708	766	108%	2,252	,2208	98%	Participants in leadership and planning and monitoring and evaluation trainings and workshops from public sector
		Number of key agents of change from the private sector participating in CIAFS capacity building efforts including workshops and experience	140	156	111%	548	690	126%	Includes agribusiness women and men who participated in agribusiness and entrepreneurship trainings (4 modules)

#	Intermediate Results	Indicator	FY 14			Cumulative (Feb 2011- Sept 2014)			Remarks
			FY14 Target	FY 14 Achieved	%	Target	Achieved	%	
		exchange visits							
		Number of key agents of change from the civil society sector participating in CIAFS capacity building efforts including workshops and experience exchange visits	--	--	--	100	182	182%	Includes leadership training provided to local and international NGOs, CSOs and research and academic organizations
		Number of agents of change receiving sub grant resources to broaden knowledge and affect future policy changes in Ethiopia. Resources can be used for policy pilot activities, workshops, education, PR, advocacy, national forums and other relevant forums	10	9	90%	22	20	90%	Includes change agents who were involved as lead trainers and facilitators through local NGOs and private firms in cascading leadership training to regions
	IR1.2 USAID Ethiopia's' improved knowledge management capacity allows strong articulation of initiative results and informs future programs	On demand driven basis, high quality studies and project evaluations are conducted that capture best practices in agriculture development	2	2	100%	6	5	83%	Includes: FTF push-pull assessment and 4 CIAFS' internal impact assessments
		Monitoring and evaluation database is established to track CIAFS capacity building efforts as well as other capacity building efforts of FTF projects	--	-	--	1	1	100%	CIAFS has developed a web based M&E system (CIRIS) to track its capacity building activities
		On demand driven basis, other M&E support services are provided to USAID Ethiopia to monitor and track FTF implementation	4	3	75%	4	4	100%	DQAs, FTFMS support, FTF quarterly coordination meeting, repository website for FTF projects

ANNEX II: SYNOPSIS OF IMPACT ASSESSMENT FINDINGS – LEADERSHIP TRAINING

The training increased participants' knowledge and skills and sway their behaviour to support innovations in the agricultural sector. The majority of participants noted that the training presented them and their organizations with new approaches and styles of dealing with challenges; they were able to redefine their leadership and management styles for better coordination and implementation of activities to achieving the goal of food security.

A brief summary of the leadership assessment follows:

- ***Understanding of Food Security Issues Reinforced*** – trainees overwhelmingly agreed that the training has enhanced their colleagues' understanding of food security issues and some trainees have capitalized on this heightened awareness to mobilise communities for activities specifically geared to increasing agricultural productivity and improved natural resources. A participant from Oromiya noted increased awareness of food security amongst his colleagues resulting in activities aimed at increasing agricultural production and productivity. The natural resource management process owner from Tigray noted that he and his colleagues campaigned so hard that bench terracing is now aggressively promoted as a part of the regional food security agenda.
- ***Management Skills Strengthened –*** more than 80 percent of respondents are also managing their subordinate staff in such a way that they are motivated and committed for the common good and they attribute this to the leadership training.
- ***Knowledge sharing Improved –*** Majority of the trainees have designed structured programs to share the knowledge and skills they gained with their colleagues while others used while others used scheduled meetings and informal communications. Still others developed training modules incorporating Kotter's principles to train lower experts and DAs.
- ***Training Cascaded at Woreda Levels*** – about 46 percent of the respondents were able to cascade the training to their colleagues and subordinates.
- ***Problem Solving Skills Increased*** – more than 70 percent of the respondents stated that they acquired new approaches to solving problems and as a consequence were able to improve their leadership and management styles to tackle work-related problems.
- ***Work Environment Improved*** – close to 60 percent of respondents stated that their organization now has a better work process, flow and coordination. Trainees mentioned improvements in such areas as planning, monitoring and evaluation, transparency, and team spirit. The planning head of West Shewa Zone, Oromiya, said "we applied the knowledge gained from the training to develop systems that simplify our work. For instance, we established a system for data compilation and standardized reporting formats. Previously activities reported from woreda lacked substance and reports took 5-6 days to reach zonal office. But now reports are delivered within a day or two further enhancing our efficiency and productivity."
- ***Monitoring and Evaluation Skills Strengthened*** – About 75 percent of the respondents said that planning and monitoring and evaluation are now considered critical tools for the achievement of food security and this is due to the skills they acquired from the training. They confirmed that the training has helped their directorates and agencies to set realistic targets and measure them for success. The input supply head from West Zhewa Zone, Oromiya, said that "…formerly they use to measure plans against accomplishments only, but now they also measure outputs or results achieved."
- ***Strategic Thinking and Advocacy Improved*** – 80 percent of respondents noted that their organization was able to develop a sense of urgency, strategic thinking and advocacy for change

following the training. This sense of urgency was the primary driver for the effort put in by a group of trainees (6) from Oromiya to mobilise farmers in Woliso zone to reclaim 13,000 hectares black cotton soil against 7,000 hectare reclaimed in the previous year for cultivation of wheat.

- ***Service Delivery Enhanced*** – close to 69 percent of the respondents mentioned that service delivery of their organization has improved as a direct result of the training. Several participants mentioned using improved technology to facilitate service delivery. In East Wollega zone, Oromiya, participants designed a new extension approach by classifying farmers into several economic categories and channelling tailored extension services to each class of farmers as opposed to one-size-fits-all approach that they used previously.

ANNEX III: SYNOPSIS OF IMPACT ASSESSMENT FINDINGS – STUDY TOUR

This section provides a synopsis of the initiatives undertaken by the MoA/BoA staff who took part in the two rounds of study tours to upscale the best practices and technologies in agriculture and climate adaptation. The upscaling was done largely in relation to natural resource management, agricultural extension, seed multiplication, coffee production, livestock production, and income generating activities, with varied degree of success. While scaling up of best practices is a government priority, participants however indicated that the tour allowed them to better understand what they knew in theory and that they gained a sense of urgency that made them even more passionate to upscale certain best practices for agriculture change. More in depth studies of success stories are presented in Case Studies.

- ***Integrated watershed management schemes built*** – In Amhara region, those who took part in the study visits worked closely with woreda officials, DAs and the local communities in Awi zone to develop enclosures for integrated watershed management schemes. The watersheds are now managed by communities and the landless youth are organised into cooperatives and earn a living from beekeeping that is integrated into the watersheds.
- ***Best practices in natural resource management replicated*** – Participants from Oromiya region have also diffused best practices in natural resource management from their visit to East Hararghe and Garajba where the unemployed youth were organized to develop area enclosures on degraded lands and produced fodder for animal fattening scheme. The practice was successfully diffused in West Oromiya where land degradation is quite severe.
- ***Bench Terracing Methods Scaled up*** – Participants from Tigray region were very impressed by the bench terracing activities they visited. They organized the landless youth and allocated degraded and sloppy land and constructed bench terraces. In addition, they invited professionals to provide training on bench terracing for agricultural experts, DAs and farmers. Currently, bench terracing practice is done on a wider scale in Tigray. This large scale operation has even gotten attention from policy makers at the federal level.
- ***Participatory Forest Management systems*** – The management of state-owned or formerly state-owned forest resources has increasingly become a viable strategy to sustainable use natural resources. It is promoted to stop and/or reverse degradation of forest resources caused by illegal logging and forest fires and thereby contribute to increasing farmers' incomes and poverty alleviation Participants from Tigray region conducted a number of activities to implement a participatory forest management system they observed in Wolayta, SNNPR. As a common property, forests in Tigray lacked ownership and the first thing participants did was to designate forest rights under government and private owned lands. The region has now five major forests, including the national park that covers over 217,643 hectares under government ownership. Negotiations are going on with farmers to transfer 30,000 hectares forest land to them so that they can benefit from carbon harvesting.
- ***Farmers Trainings Centres Established*** – The study tours enabled participants to deeply understand the role of FTCs in agriculture. Participants who visited FTCs in Wolayta zone, SNNPR, have redefined FTC role in agricultural extension as a learning scheme through demonstrations of new technologies and practices. In the case of Ankasha Woreda in Amhara region, participants from the tour advocated for allocation of land to FTCs and succeeded with their campaign. Prior to the tours, there were only 16 FTCs in the entire woreda servicing as demonstration sites for 29 kebeles. Following a concerted campaign by the trainees, the local government allocated extra land and 10 new FTCs are established.

- ***Demonstration Sites Increased*** – Participants in the tour have also succeeded convincing concerned government bodies to allocate land and budget to strengthen and further develop existing FTCs. For instance, the Amhara regional bureau of agriculture allocated resources for FTCs to demonstrate techniques and technologies involving crop production, livestock rearing, and natural resource management. Consequently, some FTCs are now demonstrating activities that were not well known and/or accepted locally before, including poultry, urea treatment, apiculture, forage development, fish ponds, sheep rearing and fattening, as well as dairy farming and genetic improvement services.
- ***Row Planting Techniques Scaled Up*** – Most participants of the study tour were highly impressed by the practice of row planted teff and wheat they saw in Arsi, Oromiya. Although some regions practiced row planting even prior to the tour, neither farmers nor the extension workers were entirely convinced about its potential to enhancing productivity. The tour enabled participants to understand why row plating is important as a practice in increasing production and productivity after observing its application in FTC demonstration sites. Participants have since returned to their regions encouraged DAs and farmers to adopt this technology. Having negotiated their way around with Amhara regional bureau, they succeeded in scaling up of row planting of *teff* and wheat production in a much wider scale in the region. Because of the awareness and the sense of urgency created through the study visits, row planted *teff* in some zones of Oromiya resulted in high yields. In Wayou Tuka Woreda, for example, a farmer harvested 50 quintals *teff* per hectare (5Mt), which is four to five fold increase over the conventional (broadcasting) method. Based on the lesson learned from this farmer, the Oromiya BoA organized training to woreda DAs and farmers from other woredas and zones to further up scale the practice in the region.
- ***Banana Tissue Culture Scaled Up –*** Tissue culture is yet another best agricultural practice that ignited participants' interest. In Amhara region, a local NGO has been developing tissue cultures but following the tour the BoA took the initiative of up scaling the practice. It allocated resources to strengthen the local laboratory and established several new centres in the region. This allowed the regional agriculture research centre to deploy experts who had participated in the study tour to start producing banana tissue culture for dissemination to smallholder farmers.
- ***Horticulture Production Scaled up*** – Immediately after the tour, participants from Tigray regional bureau developed a project proposal and submitted to AGP for funding in order to develop fruit nurseries similar to what they saw in USAID/Mashav, SNNPR. Having secured the finance, they developed the nurseries in four woredas with fruit species that are adaptable to the local climate and soil. The seedling will be distributed to farmers during the planting season.
- ***Seed Multiplication Cluster Sites Increased*** – A cluster-based seed multiplication was in its infant stage in Amhara region prior to the tour. Owing to the shortage of land, cluster formation was challenging. However, impressive results are observed in some parts of the region, such as east and west Gojjam, especially in wheat seed multiplication. Subsequent to visiting a cluster maize seed multiplication in Sokuru, Jimma, Oromiya region, participants from Amhara region campaigned to convince small farmers to team up and establish cluster sites for seed multiplication. As a result, some farmers developed cluster wheat seed multiplication farms that are now being scaled up by the regional bureau.

ANNEX IV: CASE STUDIES